

Govert OPS:
**DEVELOPING A
RED PILL
ORGANIZATION**

**THE RED PILL EXECUTIVE
WORKBOOK**

CHAPTER 8



WORKBOOK INTRODUCTION

Now you know our secret... You know that there is a Red Pill way and a blue pill way. You might have had a feeling all along that something like this was true. Maybe you've butted up against blue pill thinking and wondered why it was so hard to drive projects that succeed by the "Iron Triangle" measures. Perhaps knowing that a Red Pill approach exists was novel and inspiring to you. Either way, after reading the book, the next question becomes, How do I navigate my own Red Pill journey? This workbook can serve as a guide, prompt valuable reflection, support your own and your team's Red Pill development, and drive Red Pill conversations and practices.

You'll find exercises and tools to help you think through Red Pill operations in relation to:

- Yourself
- Your Team
- Your Organization

Leverage the Workbook

Roll up your sleeves and dive into this work. This exercise will do very little if you skim over it. Think deeply, write down your thoughts, be brutally honest in your assessments, make Red Pill choices and learn from the results.

Make the workbook work for you. This chapter is part of a larger series, you can download the full workbook here: <https://www.thinkconsulting.com/wp-content/uploads/2021/06/Red-Pill-Full-Workbook.pdf>. The work is not meant to be completed sequentially. Use the tools in the order that makes sense for you, your starting point, and your journey.

Re-use the tools and exercises. This exercise can and should be used more than once. Assess and reassess over time. Use the completed exercise as a reference point to measure growth and adoption or as justification for making new choices.

Enlist others. Gain valuable insights by having colleagues, peers or subordinates complete part or all of a tool/exercise. Use the workbook to develop Red Pill thinking in others.

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To learn more about these concepts, review Chapter 8: Planning Evolution.

Shape behaviors by rewarding effectiveness
-The Red Pill Executive

Introduction

The Red Pill mindset resonates with you and you would like to develop a Red Pill Organization (RPO). Let's consider how aggressively you can pursue this endeavor within your current organization's culture and which effective tactics you can use.

1

Start by thinking about the current corporate structure and how change is driven within your organization. Is there an entity that governs operations, like a PMO? How effective is it?

Examples:

- Yes, but it is ineffective and provides insufficient value
- Yes, it is effective and provides sufficient value
- No, but we are looking to establish one
- No and there are no current talks of establishing one

If your organization already has a PMO, it is important to understand its effectiveness for determining a strategy. If it provides sufficient value, the RPO can enhance that value. However, if it fails 70% of the time, the RPO can gradually replace it.

2

Where is the culture along the continuum of process-driven to entrepreneurial?

Examples:

- 1 – we are a financial institution and much of the process we follow is based on regulatory requirements that we must abide. Outside of that it's normally business as usual, with little to disrupt the management of business.
- 4 – we are in a highly competitive market and must constantly evolve to retain market share. We frequently try new things and will gladly accept small failures in order to grow and adapt.

0 1 2 3 4 5

process-driven

entrepreneurial

Highly process-driven cultures can be slow to adopt change. When change is promoted, it is often after careful consideration is given to everyone and everything the change might impact. This is not to say that being slow to adopt change is necessarily bad, some organizations require this type of culture to fulfill their mission. Entrepreneurial organizations are often quick to adopt change and tend to recognize change as a normal way of life.

3

Next, let's think about how you prefer your team to operate within the organization. What behaviors do you want out of your team?

When thinking about the behaviors you want out of your team, you need to temper your expectations with the reality of what the organization will tolerate. How much the organization will tolerate will determine how covert you need to be while implementing these changes.

Examples:

- Encourage initiative, not just meeting requirements
- Push limits & capture more value
- Expand & contract as awareness develops
 - If business value increases, add time or budget
 - If cost outstrips benefit, scale back or cancel
- Emphasize Strategic Alignment
 - Test, push & question everything to validate
- Set the compass toward Business Value
- Foster open, honest discussion with the RPO
- Consider killing a useless endeavor as a win for the team
- Teach everyone to stay on their own side of the three-sided table
- Reward effectiveness

4

Rewarding effectiveness is key to changing behavior, encouraging new business practices/values and planting the seeds to help grow an RPO. How can you reward behaviors?

It is important to know that organically growing an RPO is a naturally slow evolution. However, in addition to crisis & need, rewarding effectiveness can move the process forward. It's also important to know what motivates each person on your team to select rewards that are meaningful to them.

Examples:

Intrinsic Motivators

- Personal/public recognition for the value they are contributing
- Personal coaching and mentoring
- New access to people and information
- Team building activities
- Company provided training & continuing education
- Leadership assignment on larger scale project
- Team picnics/lunches

Extrinsic Motivators

- Monetary Bonus Payouts
- Vacation Time Bonuses
- Promotions

5

How can you track progress and monitor your success?

Examples:

- Team members begin using the same Red Pill terminology
- Increased ownership
- Grounded in real world ideas
- Higher completion rate of projects
- Projects provide more business value
- Comfort in killing projects when appropriate

As we've said, growing an RPO can be a slow process. It's important to track your progress to maintain focus and energy over time and to course-correct when needed. Develop your own rubric and keep records so you can watch the change occur over time.

Key Takeaway

What can you expect from implementing a Red Pill Organization (RPO)?

In addition to understanding your organization's culture and readiness to operate as an RPO, it is equally important for you to understand if you are ready for the journey. If you and your team are ready, identify the methods you can use to get there.

The real question is whether you want to spend a lot of time and energy developing your indigenous RPO slowly through organic gardening, or whether you want to speed things up by bringing in Red Pill contractors and trainers to seed your department, water and prune. Either approach can work.

Before you begin, consider these additional questions:

- Are you creating a pocket of Red Pill operatives using your top cover as protection or seeding the entire company?
- Will initiating a Red Pill movement require you to spend your own effectiveness Benjamins and keep spending them to maintain it?
- How much energy will you need to establish momentum?

Beware of overzealous action. First, it rarely works and, second, you could end up a casualty of your own unbridled enthusiasm. Push the culture too hard and it might snap back... on you.

EXERCISE CREATED BY:



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